"Cooperative Pressure"

An Operational Concept For an Uncertain Environment

Workshop

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Based on

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Challenges

Challenges – how to:

- **Achieve information superiority (anticipatory understanding.**
- **Create coherent effects through joint maneuver and strike at the strategic, operational, and tactical levels.**
- **Conduct and support force projection (deployment, employment, and sustainability) in an anti-access, area-denial environment?**

Premise

As a concept "Cooperative Pressure" realizes that war is ultimately a matter of will. Though influence, *persuasion, and coercion* ….. we seek to imprint on an adversary's mind a sense of futility of their actions.

" We create the sense of his futility and our impunity in our adversaries by creating a sufficient amount of pressure needed to impose our will in a particular situation"

Why Cooperative Pressure

Cooperative pressure is best because:

- Applying multiple spheres of pressure works best against an adversary of networked spheres. And this requires cooperation - both internal and international
- Synergy is gained through the cooperative application of many spheres of pressure.
- Relies heavily on the other instruments of power (interagency), in addition to the military, to apply constant pressure.
- Cooperation has become the expected norm among nations.

essure – Affecting the Will of the Adversa

- **Sufficient pressure aimed at affecting adversary's will change it or impart a sense of futility in the adversary in order to achieve desired effects**
  - Sufficient pressure can only be achieved through the right combination of actions to use based upon our understanding of the adversary's sources of power.
  - Desired effects focused on achieving strategic political aims
  - Desired effect on adversary's will is to change it to match our own or to impart a sense of futility ***(the second may not change his will).***
  - If influence and persuasion fails, coercion seeks to force an adversary to do things against their will. It may also limit adversary options through the disintegration of adversary's forces, organizations, networks or systems. It may also involve dislocation of the adversary's strengths,

Strategic Environment

Challenge

- Creating new areas of comparative advantage where our adversaries have changed, and are changing
  - Expand our ability to operate in the same gray space as our adversary
  - Expand our ability to protect our shores and citizens
  - Improve our collective conventional strength

The Response to this begins with identifying the capabilities we must develop to apply cooperative pressure through the use of a coherent force

Cooperative Pressure

Sufficient pressure requires coherently joint forces and actions

- Coherently joint forces
  - Joint forces includes all elements of national power plus other nations
  - "Coherent" includes more than just the ability to communicate and operate together. Each networked unit and organization knows the desired end state, the unifying intent, as well as the capabilities of others and how to use them in a synergistic way at any level of decision or point of action. "Coherency" also means that information available within any unit or organization is accessible to others (interagency & multinational).
- Coherently joint actions
  - Actions occur in all dimensions and are conducted by joint, inter-agency, multinational and at times by non-governmental, or Private organizations.
  - Military and non-military actions are integrated via collaboration
  - Actions are focused on achieving the desired end state and are highly adaptable to the situation.

Networked

The network is the central model for the information age…..

- A network consists of three components:
  - Hardware and software
  - Relationships and procedures
  - People
- The coherence of the network replaces deconfliction, interoperability, and integration.
- Training of the whole is important
- In the networked model, one does not have to own the parts to get access to power
  - In the military, access-without ownership is the basis of network centricity and modularity

The solutions we develop: doctrine, organization, training, leadership & education, people, and facilities -- must reflect the networked model.

Pressure Creating Capabilities

- Adaptability is the central capability
  - **It is how we compensate for imperfect information, partial understanding, and a clever adversary….**
  - Networked, modular, tailorable
- Understanding: Provides more options
  - Early detection & understanding facilitates prevention
  - Understanding leads to recognition of fleeting opportunities and their exploitation.
  - Understanding helps identify the right amount and types of pressure, as well as where and when to match them against adversary's sources of power in order to yield desired effects
  - Involves technical and human networks of government and non-government sensors and analysts.

Pressure Creating Capabilities *cont*

- Understanding – Decision – Execution: Understanding and decision must translate into executing actions in order to have an effect upon the adversary.
  - Execution action categories:
    - Understanding-maneuver-strike actions
      - Meaning of forces and strikes expanded
      - Combined maneuver and strike systems best
      - Coherent actions executed faster than adversary
    - Understanding-protection actions
      - Active and passive protective actions part of every system, process and action
      - Protection at strategic (includes homeland), operational, tactical levels
    - Understanding-force availability action
      - Adaptive force packaging employed as a coherent unit
      - Mobilization, deployment, employment, and sustainment one coherent system
      - Able to operate in austere environment

Pressure Creating Capabilities *cont*

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    - Understanding-force availability action
      - Adaptive force packaging employed as a coherent unit
      - Readiness, mobilization, deployment, employment, and sustainment
      - One coherent system capable of applying continuous pressure in austere environment

Achieving Understanding Capabilities

- How to achieve **Understanding:**
  - Requires national fusion center, JIACG, ONA, CIE, and CROP to create understanding_
  - Robust reliable and networked information systems, networked
  - The creation of anticipatory understanding from data > information > knowledge synthesis > leading to UNDERSTANDING

For the commander that means understanding what is happening and what should and or can the commander do about it -- Understanding the situation requires knowledge of the adversary's current political, military, economic, societal, information and infrastructure systems (PMSEII).

Achieving Decision Capabilities

- How to achieve Understanding – **Decision**:

  Understanding and decision must translate into executing actions in order to have an effect upon the adversary.

  - Achieved through networked CIE with collaborative planning in decentralized decision environment with unity of effort thru understanding of desired end state and commanders intent)
  - Systems providing constant feedback updating our understanding and leads to better decisions. *Constant feedback in decision-making process fosters adaptability***.**

Understanding alone is of little value. Understanding is useful only when it informs decision-making and actions. This requires a networked knowledge base that provides sufficient understanding to the decision-makers to anticipate an adversary's likely

Achieving Execution Capabilities

- How to achieve Understanding – Decision – **Execution:**

➢ **Maneuver, Strike** (including information operations) and Sustainment)

- Distributed and networked JISR linked to a distributed future joint fires network.
- Maneuver forces with capabilities like traditional fires in that they can be rapidly and accurately employed anywhere and scaled to the situation) .
- Information operations that support achieving info superiority- keep our info systems and degrade enemy's

The ultimate pressure-creating actions are usually combinations of maneuver and strike that present unsolvable dilemmas to the adversary and counter the adversary's actions.

Achieving Protection Capabilities

- How to achieve Understanding – Decision – **Execution**

➢ **Protection**

- Robust reach back capabilities that reduce footprint in high threat areas.
- Robust JISR providing early threat warning. Robust time sensitive targeting networked to JISR to provide protection 'bubble' around units.

Understanding of our own vulnerabilities combined with an aggressive intelligence offensive aimed at achieving a degree of anticipatory understanding of an adversary's likely actions, will improve both our offensive and defensive capabilities. Increased, shared situational awareness of the battlespace will aid in avoiding disadvantageous meeting

Achieving Force Availability Capabilities

- How to achieve Understanding – Decision – **Execution**

➢ **Force Availability**

- Once understanding identifies the best actions to achieve the desired effects, then the best capabilities, which are organized into modular, highly mobile, interoperable force units, that can be selected, rehearsed, and employed together.
- Deployment, employment and sustainment one coherent system)
- Some expeditionary capability packages are capable of being delivered anywhere
- Highly mobile and forced entry capable, at almost any time for as long as we need it.

Another category of action deals with force availability. Maintaining the desired operational tempo means not being forced into operational pauses due to a shortage of effective forces, or a lack of sustainment supplies. Effective forces mean not only the

Requirements

- **Beyond the military, must include elements of national power**
- **Pressure creating capabilities rely on improved knowledge and understanding translated into anticipatory decisions and actions**
- **Requires a high degree of operational coherence**
- **Requires the development of new core competencies**
- **Requires development of pressure creating capabilities**
- **Coherent means that information is shared among participating organizations**

Actions

Focus Resources on:

- **Gaining improved knowledge and understanding that enables high-quality anticipatory decisions and actions**
  - **Gaining extensive, pervasive, and invasive means of reconnaissance and surveillance on both conventional adversaries and those that operate on the cusp between military and law enforcement activities**
  - **Gathering, analyzing and sharing of information at all levels**
  - **Continuously assessing and conducting shaping actions**
- **Gaining more coherent joint, inter-agency, & multi-national forces that are more adaptable in mind and organization**
- **Rethinking and redesigning the processes of force development, training, planning, deployment and employment**
- **Changing our culture so that it acknowledges and nurtures new areas of required professional expertise plus an innovative climate**
  - **New kinds of coherent, adaptive forces**
  - **New sets of military, inter-agency, & multi-national forces**
  - **New ways forces come together, organize, decide, plan, & act**

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IMPLICATIONS

- **Must reduce number of Service & agency stovepipes, stand alone systems, architecture gaps, procedural walls**
- **More common leader development programs**
- **More common doctrine & terminology**
- **More common training**

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Conclusion

Pressure, real or perceived, seeks to imprint on our adversaries' minds a sense of futility with respect to their actions and impunity with respect to ours.

Pressure is an operational concept that seeks to create a situation in which our adversaries believe that they have no option but to accede to our will and all of our options are preserved.

Pressure Paper Ideas For Discussion

- ✓ **Cooperative Pressure -- Includes more than "norms of cooperation"**
- ✓ **Pressure -- influence, persuasion & coercion ?**
- ✓ **Sufficient Pressure -- just enough or overwhelming ?**
- ✓ **Will -- can be changed; however, must the pressure be maintained ?**
- ✓ **Coherently Joint -- more than networked ?**
- ✓ **Networked – is it the central model for the information age**
- ✓ **Modular Forces -- adaptive with "plug and play"**
- ✓ **Adaptability -- compensate for imperfect knowledge**
- ✓ **Anticipatory Understanding – different from predictive**
- ✓ **Challenge of synchronization:**

  -- decentralized decisions during dispersed operations

Requirements

- Beyond the military, must include elements of national power (DIME)
- Pressure creating capabilities rely on improved knowledge and understanding translated into anticipatory decisions and actions
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- Requires the development of new core competencies
- Requires development of pressure creating capabilities
- Coherent means that information is shared among participating organizations